THE MEDIATING EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT TOWARDS GREEN HUMAN RESOURCE MANAGEMENT AND CORPORATE SOCIAL RESPONSIBILITY

A SYNOPSIS

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M. SUBA

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ANAND NAGAR, KRISHNANKOIL – 626 126

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1. INTRODUCTION

The trendiest subject at the moment is green employee management. The necessity for organizations to implement ecological plans and practices has been created by the growing discussion of global ecological conditions and the advancement of global concepts for ecological governance. Green HRM research shows that it is becoming increasingly important to combine environmental management with human resource management (HRM). For some organizations, Green Human Resource Management (GHRM), in which human resource departments actively contribute to promoting environmental awareness at work, has emerged as a critical business strategy. The purpose of Green HR software is to promote continuous usage of internal property groupings and to advance ecological responsibility. HR specialists claim that encouraging employees to use more environmentally friendly practices at work is a key strategy for organizations. This suggests that organizations encourage their staff to take actions like making copies on both sides, turning off computers after a short period of inactivity, checking that shades are drawn during the summer to conserve energy, and using energy-efficient bulbs for desk lamps. Despite similar fields of government, business, and public, the twenty-first century has shown a growing interest in herbal issues worldwide. Not only will our environment benefit from our intention to be environmentally friendly, but our jobs may also continue to be competitive on a national and international scale. Going Green is a concept that combines two crucial aspects: the protection of expert resources and ecologically friendly HR practices. Using less paper, video conferencing, conducting interviews online, and other green HR practices will help you reduce your environmental impact. Green HR focuses on a course of action, implementation, and maintenance of all exercises aimed at keeping individual staff members steady and focused on practical goals.

2. REVIEW OF LITERATURE

2.1 Green Human Resource Practices

Ecological performance is regarded with the level of protection for the environmental resources in states of results of the organization. The ecological protection and ecological performance of the company can be evaluated by a number of operations performed by the company in the field of waste administration, effluence management methods, reusing, and extenuating ecological discharges in the research of Lober [1].

From this point of view, businesses may utilize a procedure of employment examination and configuration to guarantee that workers are officially or formally ordered to play out their occupations in a naturally well-disposed manner yet in addition guaranteeing that they have information on ecological issues as one of their prerequisites to play out a specific work productively and adequately. As it was seen by Arulrajah et al. [2] in certain organizations, each set of working responsibilities incorporates in any event one obligation identified with natural security and furthermore explicitly incorporates natural obligations at whatever point and any place relevant. With this respect, it is simpler for organizations to direct green practices yet additionally make workers responsible for green practices. AMO hypothesis demands that for workers to perform well they must be offered chances to do so and along these lines, a steady domain is required.

2.2 Green Selection and Recruitment

A study conducted by Chima et al. [3] on green human resource management practices and organizational sustainability among staff members of private organizations in Abeokuta, Ogun state, Nigeria, revealed a high level of a significant link between green recruitment and selection as well as other green performance outcomes on corporate success in selection. According to research done by Diri and Elisha [4] on green hiring practices, sustainability performance, and oil and gas production industries in Rivers State, there is a strong correlation between hiring practices, environmental strategy, and oil and gas production companies in Rivers State. Green hiring practices allow for an environmentally friendly hiring process.

2.3 Green Training and Development

In the investigation of Tang et al. [5] three parts of green preparation are thought of: Mindfulness upgrade: green preparation can build attention to professional ecological exercises. Information on the board: Ecological qualities and information are significant drivers for the natural activities of workers. Through the information the executives by giving preparing, representatives can build their insight and aptitudes concerning greening, which will offer chances to even more likely seek after the ecological objectives. Atmosphere building: Preparing can help fabricate an atmosphere wherein all workers are urged to act in ecological activities or become engaged with natural activities.

2.4. Green Performance and Reward

Long-term environmental performance requires organization-wide metrics for tracking resource use and waste.

The high achievement also necessitates the deployment of a conceptual model for sustainable development that monitors and audits asset creation and usage research of Ojo et al. [6] and Prakash and Das [7]. Green performance and appraisal techniques are a significant component of green HRM. Individual production measurements are evaluated based on how far they have come toward a greener environment, per the company research by Masri and Jaaron [8] Darvishmotevali, and Altinay [9].

2.5.Green Innovation

According to past research, the effectiveness of sustainable products, green management, quality advancement, and the inclusion of ecological and financial green practices into company efficiency and overall improvement all have an impact on environmental performance Chen et al. [10] Another important past research reported that green innovation is connected to a corporate methodology is based, and that green innovation boosts environmental performance Chen and Chang [11].

2.6 Perceived Organizational Support

Perceived organizational support, as reported by Eisenberger et al. [12] and Kurtessis et al. [13] is a crucial situational component because largely determines how people act within a group in response to exciting therapies through the governing bodies. Considering viewed organizational help enhances people's expectation and belief that their organization will supply appropriate job opportunities whenever they want, a supportive environment outside an organization is regarded to have the capacity to generate an empowered and creative workforce. As a result, taking the initiative has been positively linked to the perception of organizational support as a key job resource, which manifests in the development of other relevant assets such as affective commitment, positive emotional outcomes, work engagement, trust, and well-being. All of these factors make it easier to incorporate the initiative.

2.7 Transformational Leadership

Green management has been studied using a variety of leadership theories, such as ecological leadership and green transformational leadership. As a style of management, sustainable leadership emphasizes long-term success based on strategic decision-making value while taking a wide range of complex interrelated factors into consideration, including financial performance, company growth, environmental protection, and social values research of Choi [14].

The theory of green transformational leadership places more emphasis on the organization's environmental advantages than on sustainable leadership, which has a more general meaning, since it reflects the values of leaders and explains how leaders influence green organizational change. The accordance with Iqbal et al. [15], and Chen et al. [16]. The purpose of green transformational leadership, also known as environmental transformational leadership, is to inspire staff to pursue environmental objectives, form their environmental visions, and advance environmental change inside the company research of Mittal and Dhar [17].

2.8 Organizational Commitment

Tang and Sarsfield-Baldwin [18] distinguished five angles that can support the green inclusion of workers. The main angle is a reasonable green vision, an arrangement of qualities with respect to natural administration that guides workers to be included. The second and third viewpoints are a green learning atmosphere and different correspondence channels, which both empower workers to be worried about the natural issues of the firm and gain from the green conduct of others.

2.9. Corporate Social Responsibility

The idea of corporate social responsibility (CSR) has been at the center of financial, economic, and political debates ever since Friedman initially introduced his updated classic vision of CSR in 1970. CSR underlines an organization's dedication to moral and ethical problems in how it makes choices with the behavior research of Dhaliwal et al. [19]. By fostering an environment of trust and community among many stakeholders, CSR has a true impact that extends and transcends these problems. A qualitative study found that CSR practices significantly enhance the informational atmosphere Branco and Rodrigues [20]. By reducing waste from industries, enhancing recycling, and reducing production costs, Wang et al. [21] claim that establishing CSR can decrease the adverse environmental impact of a company's operations and encourage green innovation. The adoption of green practices, corporate sustainable performance, and corporate green performance have all been proven that they are directly and favorably influenced by corporate social responsibility (CSR) initiatives in previous research by the following researcher Abbas [22] Naseem et al. [23] and Suganthi [24]. Corporate ecological activities has been studied as an objection to justify the heterogeneousness of associations accountable to the ecological-connected institutional force.

3. RESEARCH GAP

Multiple academics throughout the area have also shared their opinions on the impact of GHRM practices on perceived organizational support, transformational leadership, and organizational commitment. However, none of the studies examined the role that these variables play in mediating between corporate social responsibility and green human resource management in this sector. To use the prevalent Green-HRM practices of the textile industry, this survey is the initial move in identifying the perceived organizational support, transformational leadership, and employee dedication. With the mediating impact of the three GHRM determinants in the setting of the textile industry, this study work aims to close the research gap of GHRM practices on corporate social responsibility. Because it can be completed in a fair amount of time this investigation is viable. The conceptual existing code ideas are assessed extremely precisely.

4. RESEARCH PROBLEM

The need of this study is to discover the predominant green human resource practices in textile industries with special reference to Coimbatore district Tamil Nude: India. We are all almost talking about the significance of five M or seven M in every organization and never mind the size and category, because it is common for all. But the core part of every organization is human force without the employees we can't able to do anything, so if the organizations want to try something new in their work in progress they should start with their employees. And then the textile industry came under the basic needs which meant shelter for mankind and now it has transformed with some fashion the fashion and current trends. Nowadays all organizations are concentrating on eco-friendly activities because of the condition of the earth and weather conditions. So as per the hidden law, everyone should start from the human resource department. The perception of employees on green practices is most important to make them practice. And at the same time, the employee should feel comfortable following the green practices. Lots of organizations already follow green practices but they don't have a proper structure for that so to overcome this kind of issue the study has to focus on understanding the dimensions of green human resource practices. The green practices are also impacting the corporate social responsibility of the organization and the citizenship behavior of every employee working in that. This concept helps the organization to fulfill the CSR with the help of following green practices by their employees.

5. OBJECTIVES

1. To examine the effect of Green Human Resource Management on Corporate Social Responsibility.
2. To examine the role of transformational leadership as a mediator between the relationship between green human resource management and corporate social responsibility.
3. To examine the role of perceived organizational support as a mediator between the relationship between green human resource management and corporate social responsibility.
4. To assess the role of organizational commitment as a mediator between the relationship between green human resource management and corporate social responsibility.

6. PROPOSED MODEL

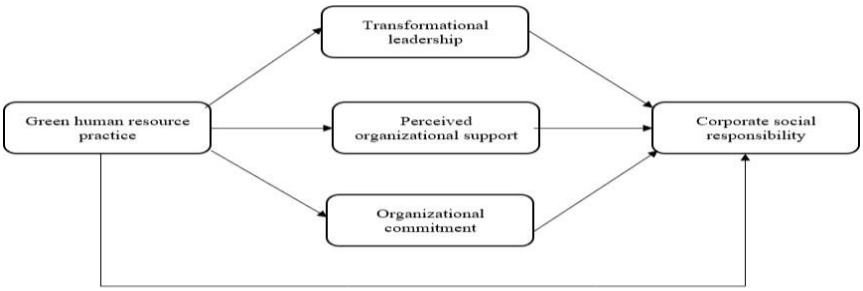

Figure 1 - Conceptual model of the study

The proposed model shown in **Figure 1** represents the relationship among different concepts undertaken for the study.

7. HYPOTHESES OF THE STUDY

H1: There is an effect of Green Human Resource Management on Corporate Social Responsibility.

H2: There is an effect of Green Human Resource Management on Transformational Leadership.

H3: There is an effect of Transformational Leadership on Corporate Social Responsibility.

H4: There is an effect of Green Human Resource Management on Corporate Social Responsibility with the mediating effect of Transformational Leadership.

H5: There is an effect of Green Human Resource Management on Perceived Organizational Support.

H6: There is an effect of Perceived Organizational Support on Corporate Social Responsibility.

H7: There is an effect of Green Human Resource Management on Corporate Social Responsibility with the mediating effect of perceived organizational support.

H8: There is an effect of Green Human Resource Management on Organizational Commitment.

H9: There is an effect of Organizational Commitment and Corporate Social Responsibility.

H10: There is an effect of Green Human Resource Management and Corporate Social Responsibility with the mediating effect of organizational commitment.

2. SIGNIFICANCE OF THE STUDY

Jabbour et al. [25] defined "green HRM" as the "going green" of operational elements of human resource management, such as job evaluation and description, hiring, selecting, training, and rewarding employees. Green HRM was once more described by the researcher as "the level of the greening of human resource management methods" in terms of the competitiveness and operational aspects of HRM. "All the efforts associated with the design, deployment, and continuous upkeep of a system that attempts to make employees of an organization green" are described as green HRM." It is the area of HRM that is concerned with converting existing staff into green personnel in order to fulfill the organization's environmental goals and ultimately contribute significantly. The current study emphasizes the link between green human resource management practices and corporate social responsibility, with perceived organizational support, transformational leadership, and employee dedication serving as mediating factors. In order to achieve this, personnel planning, recruitment and selection, training and development, performance evaluation and career advancement, remuneration and benefits, promotion and awards are all considered to be GHRM activities. The primary goal of this study is to examine the connections among GHRM practices, demographic traits, and corporate social responsibility in the textile sector. By extending the examination of GHRM practices' effects on organizational commitment, this research enhances and adds value to earlier studies. The current work will reveal the employees' dedication and its crucial connection to perceived organizational support and transformational leadership.

3. RESEARCH METHODOLOGY

9.1 Research design

Descriptive research was conducted to understand the current practices and status of the mediating effect of perceived organizational support transformational leadership and organizational commitment.

Towards green human resource management and corporate social responsibility. The research design refers to the general system used to investigate that characterizes a compact and coherent arrangement to handle setting up exploration questions through the collection, interpretation, analysis, and conversation of data.Depending on the outlook of the researcher over their convictions in the idea of information and reality regularly formed by the disciplinary regions the researcher has a place, will impact the methodologies and techniques fused in a research design.

9.2 Area of the Study and Sample Unit

The samples were collected from textile industries in Coimbatore district. The objective of the present work is to analyze the practices of Green Human Resources. Practices that lead to organizational support and organizational commitment to behavioral intention in the purview of the textile industry in Coimbatore districts.

9.3. Sampling Technique

In the present study, simple random sampling was used for the selection of respondents from such industries. Utmost care has been taken to take respondents from various demographic characteristics and disciplines.

9.4. Sample Size:

For the conduct of this study, workers in the textile industries of the Coimbatore districts were selected as a target population. To meet the research objectives, the workers of the textile industry especially in Coimbatore districts were selected on multistage proportionate simple random sampling. The sample size is determined by using a sample size calculator. The inputs were gathered by a structured survey and the analysis was carried out based on the response from the respondents.

9.5. Tools for Data Collection

A well-structured questionnaire is used to collect the primary data from the respondents.

9.7 Statistical Tools Used for Analysis Data analysis:

Using the SmartPLS3.0 software, the researcher applied the Partial Least Square (PLS) analytical technique Kline [26]. The two-stage logical fashion's dimension model (measure validity and trustability) and structural model (thesis testing) were delved Ringle et al. [27].

9.8 Validity and Reliability of Instruments

The experimenter utilized clever PLS 3 to assess the dimension model, which contained two approaches coincident validity and discriminant validity, to probe the constructs' validity and trustability (idle variables).

The experimenter employed the PLS Algorithm to produce smart PLS and handed external lading for each construct variable, index trustability, compound trustability, and each idle variable's Average friction uprooted (Adieu) to establish coincident validity.

10. ANALYSISANDFINDINGS

Table 1. Results of Hypothesis testing

Hypothesis	Tools	Result
H1: There is an effect of Green Human Resource Management on Corporate Social Responsibility.	SEM	positive and significant effects exist
H2: There is an effect of Green Human Resource Management on Transformational Leadership.	SEM	positive and significant effects exist
H3: There is an effect of Transformational Leadership on Corporate Social Responsibility.	SEM	positive and significant effects exist
H4: There is an effect of Green Human Resource Management on Corporate Social Responsibility with the mediating effect of Transformational Leadership.	SEM	positive and significant effects exist
H5: There is an effect of Green Human Resource Management on Perceived Organizational Support.	SEM	positive and significant effects exist
H6: There is an effect of Perceived Organizational Support on Corporate Social Responsibility	SEM	positive and significant effects exist
H7: There is an effect of Green Human Resource Management on Corporate Social Responsibility with the mediating effect of perceived organizational support.	SEM	positive and significant effects exist
H8: There is an effect of Green Human Resource Management on Organizational Commitment.	SEM	positive and significant effects exist
H9: There is an effect of Organizational Commitment and Corporate Social Responsibility.	SEM	positive and significant effects exist
H10: There is an effect of Green Human Resource Management and Corporate Social Responsibility with the mediating effect of organizational commitment.	SEM	positive and significant effects exist

Table 1 shows the hypotheses of the study and tools and results for the hypothesis is respectively

The different scales used for measuring the constructs were tested for their reliability using Cronbach's Alpha Value which is shown in Table 1.

Table 2. Scale Reliability

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Reliability
Corporate Social Responsibility	0.961	0.964	0.965	0.593	Reliable
Green Human Resource Management	0.966	0.971	0.97	0.73	Reliable
Organizational commitment	0.959	0.959	0.963	0.635	Reliable
Perceived Organizational Support	0.897	0.916	0.928	0.763	Reliable
Transformational Leadership	0.926	0.938	0.941	0.695	Reliable

Table 2. shows the reliability of different constructs tested using Cronbach's Alpha value and Bartlett's Test of Sphericity. There is internal consistency between the items of corporate Social Responsibility, Green Human Resource Management, Organizational commitment, Perceived Organizational Support, and Transformational Leadership since Cronbach's alpha values are 0.961,0.966,0.959,0.897, and 0.926 respectively.

Table 3. Estimation of Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Green Human Resource Management-> Corporate Social Responsibility	0.762	0.886	0.653	10.546	0.004
Green Human Resource Management -> Organizational commitment	0.215	0.215	0.436	8.546	0
Green Human Resource Management -> Perceived Organizational Support	0.25	0.242	0.623	10.546	0.015
Green Human Resource Management -> Transformational Leadership	0.878	0.883	0.546	67.529	0
Organizational commitment -> Corporate Social Responsibility	0.804	0.805	0.016	50.255	0
Perceived Organizational Support -> Corporate Social Responsibility	0.268	0.266	0.015	18.368	0
Transformational Leadership -> Corporate Social Responsibility	0.769	0.763	0.104	7.386	0

Table 3. shows the path coefficient of Green human resources and Corporate Social Responsibility is (0.653 t=10.546), The path coefficient of Green human resources and Organizational commitment is (β=0.436 t=8.546) The path coefficient of Green human resources and perceived organizational support is (β=0.623 t=10.546), The path coefficient of Green human resources and transformational leadership. is (β=0.013 t=67.529), The path coefficient of Organizational commitment and Corporate social responsibility is statistically significant (β=0.016 t=50.255).

The path coefficient of Green human resources and OC is (β=0.104 t=7.386) confirming the results of earlier studies by Allen [28] Cohen and Levinthal [29] Cassiman and Veugelers [30] and Bigliardi et al. [31]. It empirically proved that hypotheses are accepted.

Table 4. Estimation of Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Green Human Resource Management -> Organizational Commitment -> Corporate Social Responsibility	0.745	0.739	0.101	7.407	0
Green Human Resource Management -> Organizational support -> Corporate Social Responsibility	0.492	0.501	0.118	5.456	0
Green Human Resource Management -> Transformational Leadership -> Corporate Social Responsibility	0.205	0.209	0.077	5.256	0.008

Table 4. shows the direct effect between green human resource management and corporate social responsibility (β=0.653, t=10.546) is significant and when organizational commitment is introduced as the mediator the values of β and t get reduced (β=0.101, t=7.407) but still significant. This indicates that organizational commitment does not fully mediate the direct effect between green human resource management and corporate social responsibility thus suggesting the test of partial mediation.

The direct effect between green human resource management and corporate social responsibility (β=0.653, t=10.546) is significant and when perceived organizational support is introduced as the mediator the values of β and t get reduced (β=0.118, t= 5.456) but still significant. This indicates that perceived organizational support does not fully mediate the direct effect between green human resource management and corporate social responsibility thus suggesting the test of partial mediation.

The direct effect between green human resource management and corporate social responsibility (β=0.653, t=10.546) is significant and when transformational leadership is introduced as the mediator the values of β and t get reduced (β=0.077, t= 5.256) but still significant. This indicates that transformational leadership does not fully mediate the direct effect between green human resource management and corporate social responsibility thus suggesting the test of partial mediation.

11. SUGGESTIONS

Make most of the business procedure automatic and online-based to minimize and avoid wastage of resources this way the company can set an example to the public about the importance of minimum usage. Use more energy-efficient bulbs such that electricity is used to the minimum as well as set timers to switch them off when not required. Reduce business travel and switch to video conferencing and online meetings as technology is developed to such an extent that they are far more economical and avoiding travel reduces the emission of carbon dioxide and pollution level in turn is also reduced. In countries like India especially in small cities like Coimbatore people and firms are unaware of the concept of GMRM and its impact on CSR hence efforts must be raised to increase awareness about environment protection and its role in CSR for the firms.

12. IMPLICATION

This study contributes several aspects to the concept of sustainable green human resource management in the textile industry. Firstly, this study provides sound contributions to the concept of green human resource management and corporate social responsibility. It indicates the strong role of green human resource management in corporate social responsibility. Finally, this research established the mediating role of POS, and TFL EC between Green human resource management and corporate social responsibility. It adds knowledge about Green human resource management and confirms the influential factors on corporate social responsibility. Hence, the present study addresses a foremost research gap by examining the mediating role of transformational leadership, perceived organizational support, and organizational commitment to attain corporate social responsibility through green human resource management in the textile industry. This study will have some real-world implications as well for society and its development toward green human resources management. Among the various severe causes of global warming, the business process is one of the causes of higher emission of CO2, water wastage, and higher utilization and deforestation. This study provides a behavioral solution to environmental issues and ensures sustainable development in the business process. GHRM will facilitate business processes to achieve sustainable development by designing green policies. This study stressed that through green activities the organization can attain corporate social responsibility. Moreover, this study proves that sincere efforts taken through green human resource management can attain corporate social responsibility by adding transformational leadership, perceived organizational support, and organizational commitment to the organization

13. CONCLUSION

This section of the study finalizes the topic and analyses by bringing the findings in one place for an easy assessment of the entire study which is based on how GHRM which is an integration of environmental practices and employee performances has an impact on the Corporate social responsibility of textile industries of Coimbatore. Corporate social responsibility is the concept that requires adequate attention of any organization to prove the extent of responsibility towards society by the firm as a part of goodwill. Companies from various countries give immense attention to the sustainable development of business through adopting, green practices, all over the world. It is very important to know about GHRM practices and their benefits to achieve the goal of environmental behavior. GHRM is the way that an organization can practice that will facilitate CSR of the organizations without sacrificing profit. GHRM initiates environment-friendly HR practices that minimize environmental pollution with maximization of profit by reducing cost and wastage. Also, corporate social responsibility will occur when thought of POS, TFL, and OC together with GHRM policies. There is more scope for this concept in future research.

14. SUMMARIZED CONTENT OF THE THESIS

This thesis comprises seven parts. The following brief about each chapter.

Chapter I: Overview of Research Study

The first part of the study mainly concentrates on the introduction of the textile industries followed by the context of the study, problem identification, objectives, research questions, rationalization of the study, reasoning of the study, and summarized content of the thesis.

Chapter II: Overview of the textile industry

The second part provides a comprehensive outline of textile industries and a clear introduction to the textile industries routine in Coimbatore with the olden and present of the textile industry. Supplementary, the discussion was followed by the future of the textile

Chapter III: Review of Literature

This part is about literature reviews on Green Human Resource Management practices like as green job design and description, green recruitment and selection, green training and development, green performance appraisal and reward, and green employee motivation.

The literature reviews deliberated the connection among perceived organizational support, transformational leadership, organizational commitment to green practices, and corporate responsibility responsibilities. This segment starts with a discussion on green human resource practices and helps to find out the corporate social responsibility.

Chapter IV: Conceptual Model of Green Human Resource Practices

This fourth chapter conserved the conceptual and theoretical framework of the research study, where it concentrates on the preparation of the GHRM practices visualization. This is tailed through the views of the significance of green human resource practices. Then it elaborates on the proposed model of the research study. Lastly, the hypotheses were developed on the core concept of the research study.

Chapter V: Research Methodology

This Chapter talks about the system of this study; it begins with a presentation, of different stages in leading the examination work and it's followed by inquiring about methodology, investigation plan, region of study, wellsprings of information, test configuration, inspecting procedure, and development of the poll, Reliability, and legitimacy of the scale utilized for the study.

Chapter VI: Analysis and Interpretation

This Chapter examines the discoveries of the examination study. This information investigation is trailed by finding the distinction between free and ward factors of GHRM rehearses. Further, the relationship between GHRM measurements was then researched. From there on, Structural Equation Modelling was utilized to discover the impacts of GHRM rehearses on worker duty and corporate social obligation and plainly exhibited with the appropriate outline.

Chapter VII: Results and Discussion

This part gives a review of the general discoveries and finishes of the investigation according to its destinations, speculations, and research issues. Proposed suggestions are considered by different materials enterprises to improve the approaches to follow green practices, worker duty, and corporate social responsibility by knowing the feeble elements.

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